

4th Brigade, 95th Division (IT)

“THE CONNECTION”

8020 Army Drive, Grand Prairie, Texas 75051

This is an authorized unofficial 4th Brigade bulletin

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BRIGADE COMMANDER

My first note this month is regarding funds. To date, our funding has only been approved for the first quarter. Funding had to be split by quarter, per direction of the CG. Mr. Hall has done this in conjunction with a complete rework of the Yearly Training Calendars. The YTCs now include a monthly fund estimate. This process ties funding to major training activities and is one step to implement the precepts of 95th Division Reg 5-1.

We are well into the training year and will start to receive our Accreditation visits from the proponent schools this month. I expect everyone to do their best to ensure that all items are in order for these visits. I want to reemphasize that this is our major report card.

The holiday season will be on us quickly, with Thanksgiving later this month and the Christmas season. This is a good time to reflect on our good fortune to live in a free country. As we are warm and well fed many others across the world are less fortunate. Also, many of our fellow soldiers are deployed across the world in a much more difficult environment. Take time to think of those less fortunate than you during this time. Also, think of the previous generations of American soldiers who gave their lives and sacrificed so that we all can be free and comfortable.

VICTORY TEAM

COL Tuttle

COMMAND SERGEANT MAJOR

Developmental Counseling

Subordinate leadership development is one of the most important responsibilities of every Army leader. Developing the leaders who will follow you should be one of your highest priorities. Your legacy and the Army's future rests on the shoulders of those prepared for greater responsibility.

Leadership development reviews are a means to focus the growing of tomorrow's leaders. Think of them as after action reviews (AAR) with a focus of making leaders more effective every day. These important reviews are not necessarily limited to internal counseling sessions; leadership feedback mechanisms apply in operational settings.

Just as training includes AARs and training strategies to fix shortcomings, leadership development includes a review of performance and agreement on a strategy to build on strengths or methods to improve upon weaknesses. Leaders conduct reviews and create action plans during developmental counseling.

Leadership development reviews are a component of the broader concept of developmental counseling. Developmental counseling is subordinate-centered communication that results in an outline of actions necessary for subordinates to achieve individual and organizational goals and objectives. During developmental counseling, subordinates are not merely passive listeners; they are actively involved in the process.

Developmental counseling normally results in a plan of action that helps the subordinate achieve individual goals and objectives. Developmental counseling is a two-person effort. The leader's role is to assist a subordinate in identifying strengths and weaknesses, creating a plan of action, and then support the subordinate throughout the plan's implementation and assessment. The subordinate must be forthright in his commitment to improve and candid in his own assessment and goal setting.

THE LEADER'S RESPONSIBILITIES

Leaders are responsible for developing their subordinates. Unit readiness and mission accomplishment depend on every member's ability to perform to established standards. Supervisors must mentor their subordinates through teaching, coaching, and counseling. Leaders coach subordinates the same way any sports coach improves his team: by identifying weaknesses, setting goals, developing and implementing a plan of action, and providing oversight and motivation throughout the process. To be effective coaches, leaders must thoroughly understand the strengths, weaknesses, and professional goals of their subordinates.

Soldiers often perceive counseling as an adverse action. Effective leaders who counsel properly can change that perception. Leaders conduct counseling to help subordinates become better members of the team, maintain or improve performance, and prepare for the future. Just as no easy answers exist for exactly what to do in all leadership situations, no easy answers exist for exactly what to do in all counseling situations. However, to conduct effective counseling, leaders should develop a counseling style that addresses some of the following characteristics:

- **Purpose:** Clearly define the purpose of the counseling.
- **Flexibility:** Fit the counseling style to the character of each subordinate and to the relationship desired.
- **Respect:** View subordinates as unique, complex individuals, each with his own sets of values, beliefs, and attitudes.
- **Communication:** Establish open, two-way communication with subordinates using spoken language, nonverbal actions, gestures, and body language. Effective counselors listen more than they speak.
- **Support:** Encourage subordinates through actions while guiding them through their problems.
- **Motivation:** Get every subordinate to actively participate in counseling and understand its value.

THE LEADER AS A COUNSELOR

Leaders must demonstrate certain qualities to be effective counselors. These qualities include respect for subordinates, self-awareness and cultural awareness, empathy, and credibility.

RESPECT FOR SUBORDINATES

Leaders show respect for subordinates when they allow them to take responsibility for their own ideas and actions. Respecting subordinates helps create mutual respect in the leader-subordinate relationship. Mutual respect improves the chances of changing (or maintaining) behavior and achieving goals.

SELF AWARENESS AND CULTURAL AWARENESS

Leaders must be fully aware of their own values, needs, and biases prior to counseling subordinates. Self-aware leaders are less likely to project their biases onto subordinates. Also, aware leaders are more likely to act consistently with their values and actions.

Cultural awareness is a mental attribute. Leaders need to be aware of the similarities and differences between individuals of different cultural backgrounds and how these factors may influence values, perspectives, and actions. Leaders should not let unfamiliarity with cultural backgrounds hinder them in addressing cultural issues, especially if they generate concerns within the unit or hinder team-building. Cultural awareness enhances a leader's ability to display empathy

EMPATHY

Empathy is the action of being understanding of and sensitive to the feelings, thoughts, and experiences of another person to the point that you can almost feel or experience them yourself. Leaders with empathy can put themselves in their subordinate's shoes; they can see a situation from the other person's perspective. By understanding the subordinate's position, the empathetic leader can help a subordinate develop a plan of action that fits the subordinate's personality and needs, one that works for the subordinate. If a leader does not fully comprehend the situation from the subordinate's

point of view, the leader has less credibility and influence and the subordinate is less likely to commit to the agreed upon plan of action.

CREDIBILITY

Leaders achieve credibility by being honest and consistent in their statements and actions. Credible leaders use a straightforward style with their subordinates. They behave in a manner that subordinates respect and trust. Leaders earn credibility by repeatedly demonstrating their willingness to assist a subordinate and being consistent in what they say and do. Leaders who lack credibility with their subordinates will find it difficult to influence them.

Command Sergeant Major Grimes

BRIGADE S1

APFT & WEIGH-IN

Make sure that when you update your APFT and Weigh-in data that you update it on the Personnel side (PQR), even if you are updating through the Training side. Information posted to the Training Module apparently is NOT showing up in the Personnel Module and that is where they are getting the Blank and Invalid reports from, so make sure that you are updating the Personnel Module also.

AWARDS

The objective of the Army Awards Program is to provide tangible recognition for acts of valor, exceptional service or achievement, special skills or qualifications, and heroism not involving combat. The goal is to foster mission accomplishment by recognizing excellence and to motivate soldiers/civilians to high levels of performance and service. That is why it is extremely important to prepare a well written and accurate 'RECOMMENDATION FOR AWARD' (DA Form 638). An error free report will help to decrease the processing time.

FAMILY SUPPORT

SPOUSES HAVE A RESOURCE ON THE WEB

A new website that is specifically for military spouses is alive and well. SpouseNet.com The end goal for SpouseNet is to provide military spouses with a resource that is available to them 24 hrs a day....something that is not the standard "party line" that you would get from an official Army agency. SpouseNet is a privately maintained support network where you can go to look up the latest pay chart and have it explained to you in English and not military jargon.

EVALUATIONS

Keep those OERs and NCOERs coming in. We've made a lot of progress but we still have much more work to do!

RETENTION

SUBJECT: Increases in the Montgomery GI Bill/Army College Fund

Under the provisions of Title 38 and Title 10, U.S.C., monthly rates for the MGIB (Chapter 30) and MGIB-Selected Reserves (Chapter 1606) education benefit programs were increased based on increases in the Consumer Price Index. The MGIB increases will take effect 1 October 2000.

The new MGIB (Chapter 30) figures for the active Army are as follows:

Enlistment	Individual Contributions	Government Contributions	MGIB Total	Monthly Payment
2-years	\$1,200	\$14,964.00	\$16,164.00	\$449.00
3-years	\$1,200	\$18,672.00	\$19,872.00	\$552.00
4-years	\$1,200	\$18,672.00	\$19,872.00	\$552.00

The total amounts of the Army College Fund enlistment incentive are as follows:

Enlistment	MGIB	ACF	MGIB/ACF Total	Monthly Payment
2-years	\$16,164.00	\$10,336.00	\$26,500	\$736.11
3-years	\$19,872.00	\$13,128.00	\$33,000	\$916.66
4-years	\$19,872.00	\$20,128.00	\$40,000	\$1111.11
4-years	\$19,872.00	\$30,128.00	\$50,000	\$1388.88

The Selected Reserve MGIB (Chapter 1606) increases to \$9,468.00. A full-time student's monthly payment will increase to \$263.00/month for 36 months; a three-quarter time student's monthly payment will increase to \$197.25/month for 48 months; and a half-time student's monthly payment increases to \$131.50/month for 72 months.

The Selected Reserve MGIB Kicker provides a total of \$21,780 (Selected Reserve MGIB + Kicker) for reservists assigned to critical skill positions or critical units. The monthly payment for a full-time student is \$605.

Please be advised that there is still proposed legislation in the current Congress that would improve the education benefits and possibly increase the MGIB amounts even further. We will continue to monitor this legislation and provide information once it is passed and signed.

BRIGADE S3

Training

Training schedules are required 120 days out to HQ, 4th BDE from Commanders / S-3s. Send these schedules to the BDE S-3, ATTN: CPT Karen Boyer. Approved training schedules must be posted at your units 90 days out.

Changes to training schedules must be faxed to CPT Karen Boyer immediately following drill. Informal changes (e.g. handwritten) are acceptable.

Commanders and S-3s – Review the informal checklist provided thru distribution by CPT Karen Boyer. This checklist provides brigade guidance regarding the minimum requirements for training schedules.

Training highlights are no longer necessary on training schedules per the 6 NOV 00 memo from division. Training highlights will now be provided in the YTC format. A format will be provided ASAP.

All units should conduct make-up APFTs immediately. APFT and weight control personnel are required to flag soldiers who failed or who have failed to take the APFT and to flag soldiers who did not meet the height / weight or allowable body fat requirements.

Operations and Plans

4th BDE YTCs for FY01 are due to LTC Larry Hall NLT 01 DEC 00.

The Fort Bliss pre-conference is scheduled for 14-15 NOV 00, and the Fort Riley pre-conference is scheduled for 20-21 NOV 00.

All movement plans from battalions have been received and are currently being reviewed with the exception of 7th BN.

The next brigade conference call is scheduled for 09 1500 DEC 00.

Division will conduct a staff assisted visit to the 7th BN (16-17 DEC 00) and the 9th BN (26-27 JAN 01).

Accreditation for the 4th BDE battalions will begin in TY01.

The BDE S-3 is in the process of planning a move of 9-95th Reg 77W, 77F, and 92A from Fort Lee to an alternate site in TY02.

Battalion commanders will brief the YTB for FY02 to the Commanding General the last week of March in Oklahoma City, OK.

BRIGADE S4

18-19 DEC 01	CONDUCT CIP - 7 TH BN
JAN 01	WILL DISTRIBUTE THREE MORE SIDPERS III CLASSROOMS
27 JAN 01	WILL CONDUCT FOOD SERVICE INSPECTION - 7 TH BN
24 FEB 01	WILL CONDUCT FOOD SERVICE INSPECTION - 8 TH BN
24 MAR 01	WILL CONDUCT FOOD SERVICE INSPECTION - 9 TH BN

UPCOMING S4 EVENTS

ISSUANCE OF NEW PT UNIFORM (TBA)

ISSUANCE OF NEW HEADGEAR (JUNE 01)

UPCOMING EVENTS

Retention Revalidation – 18-19 Nov, 8th BN

CIP 18-19 Nov, 8th BN

X-Mas Party- 10 Dec, HHD & ORD

Adopt-A-Family – 10 Dec, Provide Gifts & Food to Adopted Family

Canned Food Drive for the Holidays, HHD & ORD

